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2031



ADW Johnson's Sustainability Strategy

Committed to enhancing the communities in which we live and supporting a sustainable future for generations to come.

Document Control Sheet

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A	Initial Issue	10.06.2026	CMO	MO	

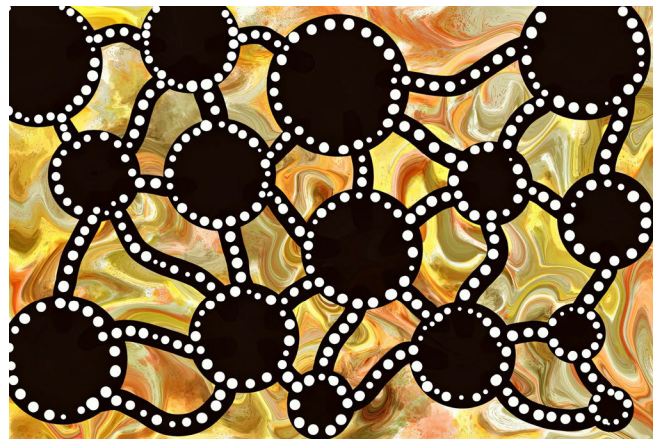
 Please consider the environment before printing this document.

Acknowledgement of Country

We, ADW Johnson, acknowledge the Traditional Custodians of the land where we live and work, the country of Awabakal, Darkinjung and the Eora Nation.

We recognise their continuous connection to the land and waters of our beautiful regions. We pay our respects to Aboriginal and Torres Strait Islanders Elders past, present and emerging.

Artwork created by Joe Griffin, a proud Aboriginal man, descendant of the Awabakal people.



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Definitions

Circular Economy – As defined by the Ellen Macarthur Foundation - The circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting.

Complex Adaptive Systems (CAS) - a system made up of multiple individual parts, such as economies, ecosystems, communities.

CO₂e – as defined by NoC02 - CO₂ equivalent. This unit reflects the impact of the emission of all greenhouse gases, including CO₂ (carbon dioxide), CH₄ (Methane), N₂O (Nitrous Oxide), Sulphur Hexafluoride (SF₆) as well as fluorocarbons PFCs and HCFCs and expresses their varying global warming impacts in terms of a weighted CO₂ equivalent.

Environment – The surroundings and conditions in which ADW Johnson operate and our activities are carried on.

ESG – Environmental and Social Governance

Extrinsic Alignment – is defined in this report as outcomes that we can drive but will require input/direction of third parties (i.e. clientele, authorities).

FY – Financial Year

GHG – Greenhouse gas.

GWP 100 – Global Warming Potential of Gases over 100 years.

Intrinsic Alignment – is defined in this report as outcomes that are part of our business operations and are not constrained by decisions of third parties (i.e. clientele, authorities).

Net Zero Emissions (Net Zero) – as defined by IPCC - Net zero emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period. Where multiple greenhouse gases are involved, the quantification of net zero emissions depends on the climate metric chosen to compare emissions of different gases (such as global warming potential, global temperature change potential, and others, as well as the chosen time horizon).

Science Based Targets (SBTi) – A net zero standard for corporations seeking to set targets for reducing carbon emissions.

Scope 1 Emissions - as defined by the GHG Protocol - indicates direct greenhouse gas (GHG) emissions that are from sources owned or controlled by the reporting entity.

Scope 2 Emissions - as defined by the GHG Protocol - indicates indirect GHG emissions associated with the production of electricity, heat, or steam purchased by the reporting entity.

Scope 3 Emissions - as defined by the GHG Protocol – indicates all other indirect emissions that occur within a company's value chain, i.e., emissions associated with the extraction and production of purchased materials, fuels, and services, including transport in vehicles not owned or controlled by the reporting entity, outsourced activities, waste disposal, etc.

Social-ecological system (SES) – a perpetually dynamic and complex system of biophysical and social factors (ecological and human systems) whose regular interactions cause continuous adaptation. This concept is often used to emphasise that humans are inherently part of nature and that the delineation between social systems and ecological systems is artificial and arbitrary (Berkes, Colding, & Folke, 2008; Redman, Grove, & Kuby, 2004).

Sustainable Development Goals (SDG) – Internationally recognised targets for development to continue towards better social and environmental outcomes across the world.

UN - The United Nations, an international organisation founded in 1945. Currently made up of 193 Member States

Introduction & Purpose

At ADW Johnson, we interpret sustainability as operating in balance between environmental, social, and economic outcomes, without inhibiting future generations' ability to do the same.

We exist and operate within complex social-ecological systems (SES) in which human societies and ecosystems are highly interconnected and reliant upon one another. Furthermore, our success is reliant upon the health of these systems; a sustainable, resilient, and growing SES is essential to the longevity of our organisation. We recognise the complexity and interconnectedness of the SES in which we exist and strive towards the balance between operating with lowest environmental impacts and highest social benefit.

The sector in which we operate, the built environment, contributes to approximately 37% of all Greenhouse Gas (GHG) emissions globally and reports show that this sector is not on track to reach the United Nation's (UN) goals of Net Zero GHG emissions by 2050¹. While this indicates the challenges faced by the construction and built environment industry, it also indicates the substantial scope of opportunity to implement emissions reduction strategies, reduce environmental impacts, and increase social benefit. With that in mind, the majority of this strategy has been developed to reflect the challenges and opportunities of emission reduction strategies.

Our Role

As a facilitator of development and design within the built environment and construction industry, we are well positioned to influence outcomes from inception through to delivery phase and ultimately end use. The key ways in which we can do this are:

- **As a service provider** - Our role is to understand impacts, raise awareness, identify opportunities for improvement and challenge the status quo;
- **As a consultancy within the built environment and construction industry sectors** - We have the ability to quantify impacts of our projects and provide this information to clients to consider in the delivery of their projects; and
- **As a business** - Our operating impacts should be understood and continue towards the balance between lowest impact and highest social benefit. We have the opportunity to involve ourselves with clients and projects that align with our values.

This Sustainability Strategy responds and aligns to the growing expectations of our clients, Authorities of all levels, and the general public, that decision-making and operations need to be shaped by sustainable and ethical best practice. It identifies the significant sustainability challenges faced by the company, as well as opportunities to produce sustainable economic, social, and environmental outcomes with the view to improve the quality of the environments in which we operate.

This Sustainability Strategy will serve to inform company decision-making processes, align with the company's other defining policies, and ensure we meet our obligations under the relevant plans, policies, and legislation across all levels of government. The strategy sets out a framework for continuous monitoring, reporting, and review to ensure that ethical best practice is fostered through continual adaption and improvement as industry standards and technologies evolve. This monitoring framework will be managed by ADW Johnson's Sustainability Manager who will also be responsible for championing the strategy's implementation and outcomes throughout the company.

ADW Johnson's reputation and success has been forged from our commitment to deliver quality project outcomes, provide expert and ethical advice, and to produce unique, creative solutions to complex problems. We will continue to leverage off our company ethos' as we strive towards a more sustainable future.

The Sustainability Strategy will be reviewed every 5 years.

¹ United Nations Environment Programme, 2022

Considered Frameworks

In preparation of our Sustainability Strategy, we consider a number of existing frameworks, including:

- The UN Sustainable Development Goals;
- The Australian Government's requirements for Climate Related Financial Disclosures;
- Ability to implement Circular Economy opportunities within our business; and
- A number of sustainability strategies/similar implement by other businesses.

A summary of our review against the UN Sustainable Development Goals and Climate Related Financial Disclosures is contained within **Appendix A**.



Adopted Framework

After reviewing a number of existing frameworks and documents (refer “Considered Frameworks” section), we have developed our own framework to measure, monitor and reduce our impacts on the environment. Our framework is presented in **Figure 1** below.

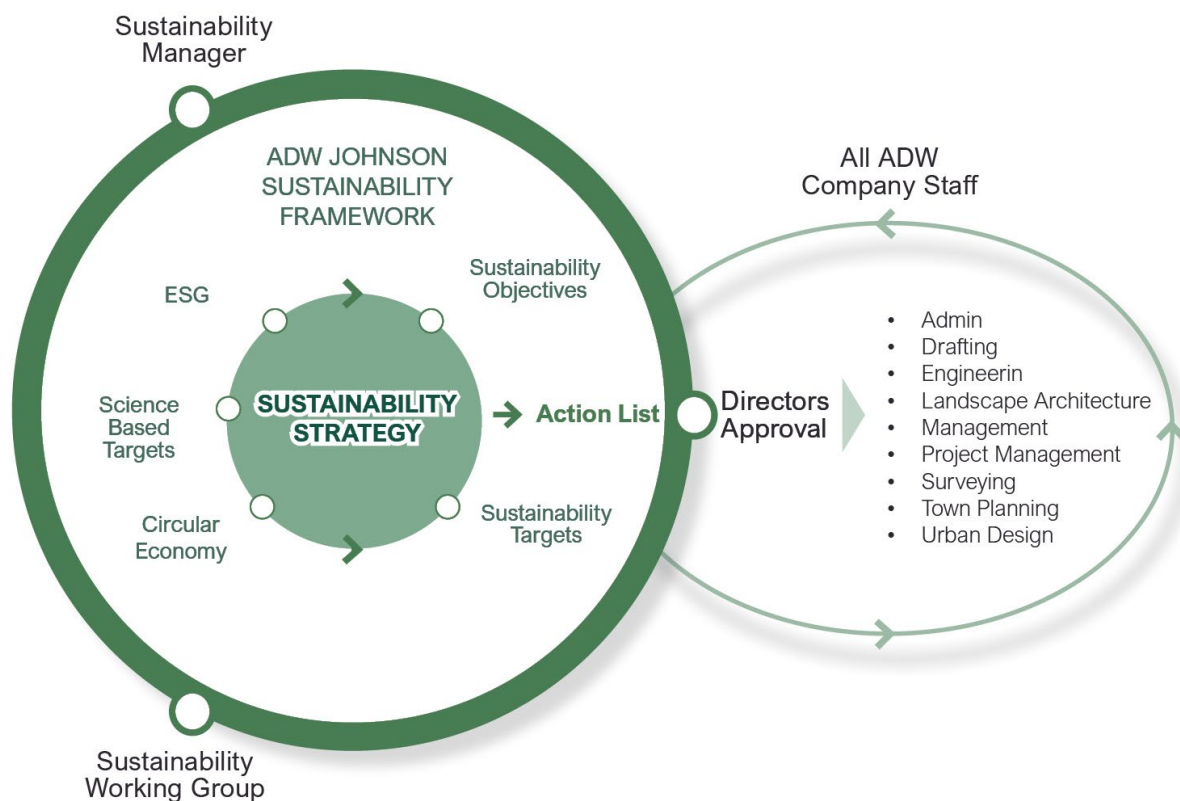


Figure 1: ADW Johnson Sustainability Framework

Sustainability Manager:

- The Sustainability Manager is the direct line between the Sustainability Working Group and the Directors.
- The Sustainability Manager is responsible for providing twice yearly Action List updates to the Directors.
- The Sustainability Manager is responsible for providing the proposed Action List for an upcoming FY to the Directors for review and endorsement.
- The Sustainability Manager shall be appointed by the Director's, with position reviewed, at a minimum, every 3-years or as performance warrants.

Sustainability Working Group:

The ADW Johnson Sustainability Working Group has been established to drive sustainable outcomes within the business. The Sustainability Working Group is made up of representatives across several departments of the business. The role of the Sustainability Working Group is to develop and implement the Sustainability Strategy thereby facilitating company awareness, communication, and collaboration on sustainable outcomes.

The Sustainability Working Group meet every 3 months to manage the objectives of The Sustainability Strategy.

Sustainability Targets & Objectives

Our targets for Net Zero Scope 1, 2 & 3 emissions are shown in **Table 1** below:

Table 1: ADW Johnson Sustainability Target

Target Type	Global Warming from Pre-Industrial Levels	Global Warming from Pre-Industrial Levels	GHG Emissions Peak	Emissions Reduction	Net Zero	Zero Deforestation Targets
ADW Johnson	N/A	N/A	2022	50% by 2030	TBC	TBC

Further information regarding our sustainability targets is contained within **Appendix B**.

To assist in us achieving our Sustainability Targets, we have identified a series of Sustainability Objectives aimed at reducing our Scope 1, 2 & 3 emissions (as defined by the Greenhouse Gas Protocol²) – these are shown in **Appendix C**.

Action List

At the start of each FY we will develop an Action Plan which will identify a list of targets from our Sustainability Strategy Objectives that we hope to achieve throughout the FY. In developing the Action Plan for an upcoming FY, consideration of performance against targets in the preceding FY will be included.

Any Action Plan for an upcoming FY is to have written acceptance by the Directors prior to being implemented.

Environmental & Social Governance (ESG)

ADW Johnson will adopt an environmental and social governance (ESG) framework to inform business and operation decisions, ensuring that impacts are assessed holistically. Coupled with the UN SDG's, this framework will set a rubric for considerations.

Scope 1, 2 & 3 Emissions

Scope 1, 2 & 3 emissions (as defined by Greenhouse Gas Protocol) define direct and indirect emissions from a business. As part of developing our Sustainability Strategy, we have developed targets, with indicative timeframes, for reducing our Scope 1 & 2 emissions, along with identifying focus areas for quantifying our Scope 3 emissions. We will look to identify circular economy opportunities within our processes and operations. Our circular economy frameworks is detailed in **Figure 2**.

ADW Johnson will focus on key areas under our control, including Scopes 1 and 2 emissions reduction and developing sustainability systems.

Circular Economy Implementation

ADW Johnson will look to identify circular economy opportunities within its processes and operations. Our circular economy framework is detailed in **Figure 2** overleaf.

² Greenhouse Gas Protocol, 2022

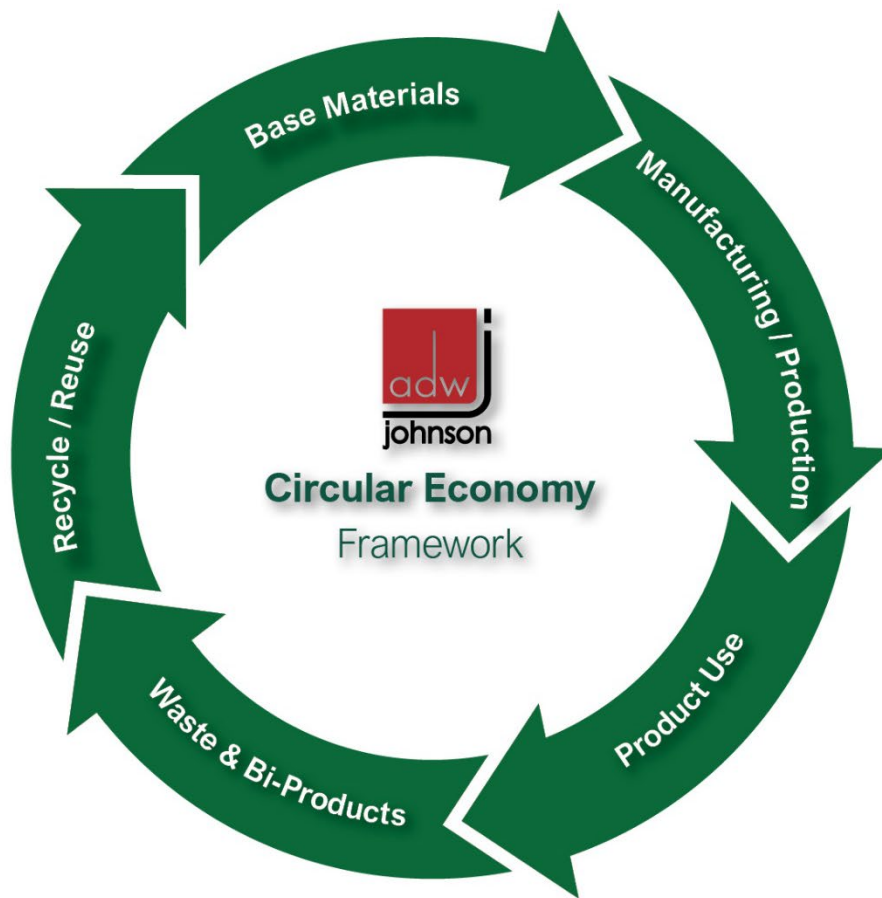


Figure 2: Circular Economy Framework

The circular economy process is iterative and may take some time for large reductions in waste materials to be achieved. Circular economies will first be established for materials and products that have known recycling uses (such as composting of food waste).

The circular economy process will be utilised intrinsically (use within the company – materials, waste etc) and extrinsically (in our projects – influencing/educating clients, construction material section etc).

Science Based Targets

ADW Johnson will consider using science-based targets as their metric for carbon reduction. Given the infancy of our strategy, ADW Johnson's ability to reduce carbon emissions will not be measured against SBTis.

Implementation & Monitoring

Implementation

Operating sustainably requires ADW Johnson to look at all aspects of our business, set benchmarks for how we are currently performing and understand targets and focus areas. Sustainability requires us to create processes that iteratively make improvements to business operations as new technologies and standards come into use. **Figure 3** below demonstrates our procedure for establishing sustainable operation.



Figure 3: ADW Johnson Sustainable Procedure

Figure 3 demonstrates the priority of sustainability implementation only. Some actions will and are being undertaken concurrently.

The Sustainability working group, will monitor and assess performance against targets within the Action Plan throughout the FY and provide a written update to the Directors every 6-months.

Departments are to included 'Sustainability' in their management and department meeting agenda's and throughout the FY. Departments shall consider ways in which they can contribute to the company achieving its wider sustainability targets and objectives, including any item on the Action List.

All staff have a 'voice' in helping us achieve our Sustainability Targets and Objective through either nominating to be on the Sustainability Working Group or via their Department meetings.

Review and Updating

The Sustainability Strategy is, at a minimum, to be reviewed and updated every 5 years.

The Action List is to be reviewed and updated annually, at the start of each FY.

References

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Acknowledgements

This Sustainability Strategy was produced by the ADW Johnson Sustainability Working Group as the base for sustainable improvement within ADW Johnson.

The Sustainability Strategy was compiled by Callum Moore and reviewed by the Sustainability Working Group and endorsed by ADW Johnson's Directors.

Currently, The Sustainability Working Group included the following team members (and their respective departments).

Ethan Bagot (Engineering)
Annie Breen (Planning)
Robert Champness (Engineering)
Corben Collard (Engineering)
Mina Karamloo (Urban Design)
Angus Lim (Engineering)
Callum Moore (Project Management) – Sustainability Manager
Matt Owen (Director)
William Pope (Engineering)
Kye Rodenberg (Survey)
Belinda Rollason (Urban Design)
Monty Sharma (Drafting)



Appendices



Appendix A – Sustainability Frameworks

UN Sustainable Development Goals

The United Nations' 2030 Agenda for Sustainable Development presents a universal blueprint to provide peace and prosperity for people everywhere, and protect the planet now and into the future. At the heart of the Agenda are the 17 SDGs, which provide a common agenda to increase engagement within all industries and improve sustainability outcomes through global objectives. The SDGs have been supported and adopted internationally since 2015 by 193 countries, including Australia. Each year the UN Secretary General presents a SDG progress report based on the global indicator framework and data produced by the national statistical systems and information collected at the regional level (UNFCCC, n.d.). The latest report for 2025, noted that we (the world) are not on track with the SDGs. The UN SDGs are presented in Figure 4 below.



Figure 4: UN Sustainable Development Goals

SDG Alignment

ADW Johnson’s Sustainability Strategy is aligned with the SDGs, with our operations providing us the opportunity to directly and indirectly influence 14 of the 17 goals. We have demonstrated our direct and indirect alignment with the SDGs based on our ability to align with the influence of each of the SDGs. This alignment is shown within **Figure 5** below.

We define “intrinsic alignment” as outcomes that are part of our business operations and are not constrained by decisions of third parties (i.e., clientele, authorities).

We define “extrinsic alignment” as outcomes that we can drive but will require input/direction of third parties (i.e., clientele, authorities).

Alignment with the SDG targets will be an iterative process. The Strategy Objectives may not necessarily relate to the SDG targets, rather the SDG targets will be used as a point of reference for setting new objectives and actions.

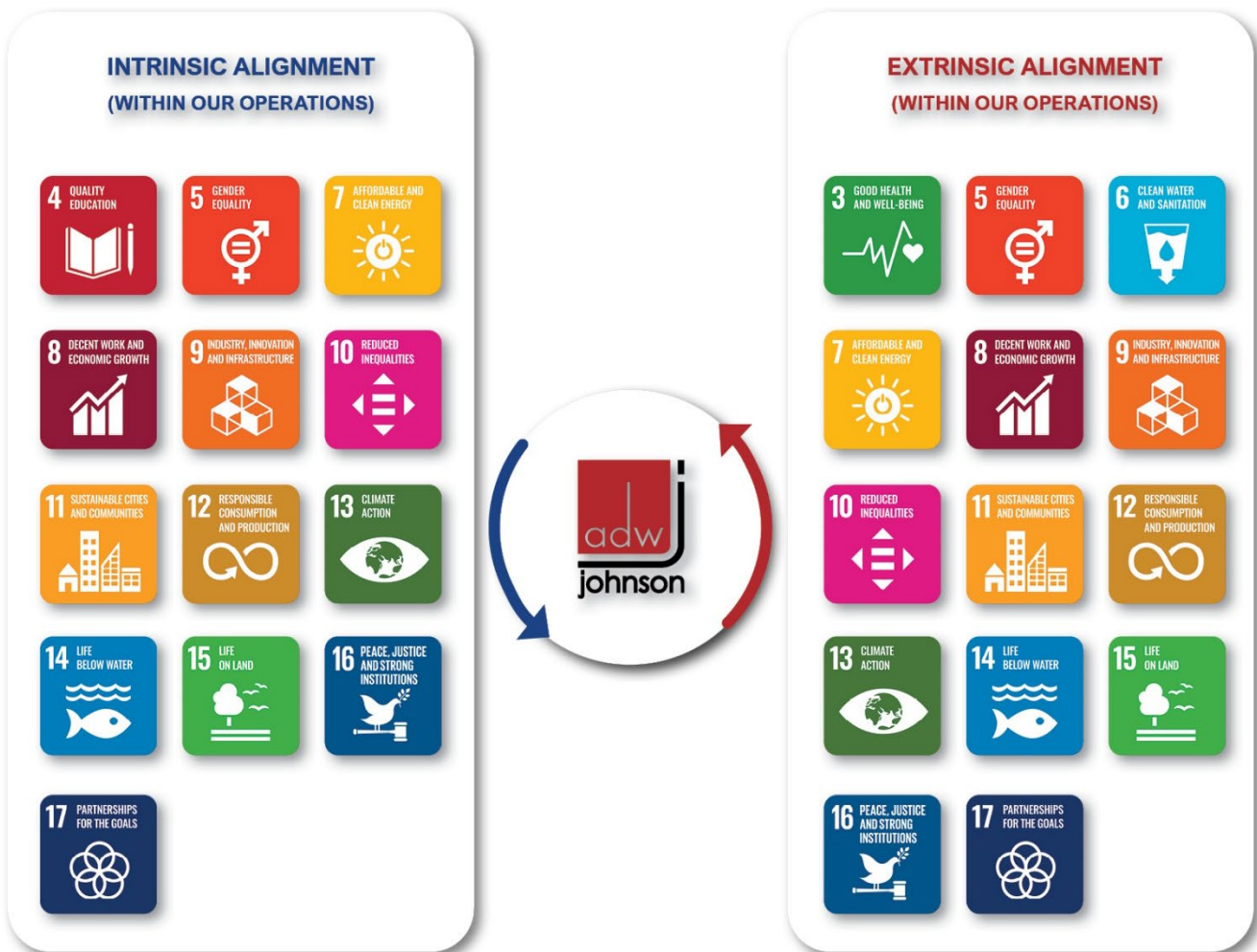


Figure 5: ADW Johnson Operational & Project SDG Alignment

Within each SDG goal there are a number of targets (ranging from 5, up to 19) that define the actions required to achieve the goals. Our alignment within Figure 2 is based on our ability to influence each of the targets required. Irrelevant of our direct and indirect alignment, ADW Johnson supports the progress of each of the SDG goals.

Climate Related Financial Disclosures

The Australian Government has passed an Act for Climate Related Financial Disclosures by large businesses and financial institutions. Climate Related Financial Disclosures is being phased in over 3 years. As of January 1st 2025, entities which trigger thresholds for mandatory reporting will need to provide Climate Related Financial Disclosures.

The proposed threshold aligns with the requirement to lodge financial reports under Chapter 2M of the Corporations Act 2011. Entities which exceed the thresholds will be required to report climate-related financial disclosures by 2027-2028. This is applicable where 2 of the following thresholds are exceeded;

- The consolidated revenue for the financial year of the company and any entities it controls is \$50 million or more;
- The value of the consolidated gross assets at the end of the financial year of the company and any entities it controls is \$25 million or more; and
- The company and any entities it controls have 100 or more employees at the end of the financial year.

ADW Johnson does not anticipate it will exceed 2 or more of the threshold criteria and will not be required to report on climate-related financial disclosures. ADW Johnson is committed to understanding it's climate related risk and reporting on it's climate impact. ADW Johnson will focus on key areas, including scope 1 & 2 emissions reduction and developing sustainability systems. Climate Related Financial Disclosures may be considered in the future once other areas of sustainability are further developed.

Appendix B – Our Sustainability Targets

We will continually implement sustainable decision-making practices through a cyclical process of evaluation and adaptation. As technologies and processes evolve, we will reassess our strategies, objectives, and targets to ensure alignment with ethical best practices. The sustainability framework is something that will be permanently embedded in our company ethos and systematic approach to operations and project delivery. As part of the implementation of The Strategy, ADW Johnson will, as a minimum, set emissions targets in line with the existing in national and international governing body targets. Furthermore, our sustainable objectives for environmental impact and “Net-Zero” targets will consider SBTi’s Corporate Net-Zero Standard³. ADW Johnson will set near-term (5-10 years) and long-term (by 2050) targets, whilst understanding our organisational boundaries as defined by the GHG Protocol Corporate Standard.

ADW Johnson’s targets for Net Zero for Scope 1, 2 and 3 emissions in comparison with existing references are shown below in **Table 2**.

Table 2: Net Zero Comparison - ADW Johnson

Target Type	Targets				
	ADW Johnson	Paris Agreement ¹	Australian Emissions Reduction Target ²	NSW Net Zero Plan ³	Science Based Targets ⁴
Global Warming from Pre-Industrial Levels	N/A	Below 2°C	Below 2°C	Below 2°C	Below 2°C
Global Warming from Pre-Industrial Levels	N/A	1.5°C by 2100	1.5°C by 2100	1.5°C by 2100	1.5°C by 2050
GHG Emissions Peak	2022	2025	N/A	N/A	N/A
Emissions Reduction	50% by 2030	43% by 2030	62-70% by 2035	50% by 2030 (70% by 2035)	73% by 2050
Net Zero	TBC	N/A	N/A	By 2050	N/A
Zero Deforestation Targets	TBC	N/A	N/A	N/A	2025

1 Paris Agreement 2015 targets (UNFCCC, n.d.) .

2 Australian Emissions Reduction Target as per the Climate Change Bill 2022 (The Parliament of the Commonwealth of Australia, 2022)

3 NSW Government Net Zero Plan (NSW Treasury, 2023)

4 Science Based Targets (Emma Watson, 2023)

* ADW Johnson shares the same objectives with the temperature targets outline in the 4 strategies mentioned above. However, our ability to accurately demonstrate our own impact on global temperatures is near impossible.

As the impacts from climate change are realised, it is expected that climate-related targets will become more rigorous. ADW Johnson will review targets as each of the abovementioned standards are changed and/or practicality of changes becomes achievable.

³ Emma Watson, 2023

Appendix C – Our Sustainability Objectives

Table 3, sets out ADW Johnson’s high level sustainability objectives. The Sustainability Working Group will manage these objectives and actions within the Sustainability Working Group Action Plan (see **Appendix B**). These objectives will be reviewed annually.

Table 3: ADW Johnson’s Sustainability Objectives

Objective 1

Reduce Scope 1 Emissions (Direct)



Ref.	Key Actions	Frame- work	Control / Measure	Target
1a	Carbon Auditing (Climate Active Recognised)	ESG	CO2e	50% Reduction by 2030
1b	Set baselines for reduction targets	ESG	CO2e	50% Reduction by 2030
1c	Company Fleet Replacement Review	ESG	CO2e	50% Reduction by 2030
1d	Identify any Circular Economy opportunities	ESG	CO2e	50% Reduction by 2030

Objective 2

Reduce Scope 2 Emissions (Direct)



Ref.	Key Actions	Frame- work	Control / Measure	Target
2a	Carbon Auditing (Climate Active Recognised)	ESG	CO2e	50% Reduction by 2030
2b	Set baselines for reduction targets	ESG	CO2e	50% Reduction by 2030
2c	Procure Renewable Energy Source (Solar) for Hunter Office. - complete	ESG	CO2e	50% Reduction by 2030
2d	Procure Renewable Energy Source (Solar) for Tuggerah Office. - complete	ESG	CO2e	50% Reduction by 2030

Objective 3

Reduce Scope 3 Emissions (Indirect & Downstream)



Ref.	Key Actions	Frame-work	Control / Measure	Target
3a	Carbon Audit (Climate Active Recognised)	ESG	CO2e	5% Reduction by 2030
3b	Set baselines for reduction targets	ESG	CO2e	5% Reduction by 2030
3c	Supply of Clean Grid Energy Supply	ESG	CO2e	5% Reduction by 2030
3d	Staff Travel Review	ESG	CO2e	5% Reduction by 2030
3e	Food Waste Reduction/Reuse Strategy	ESG	CO2e	5% Reduction by 2030
3f	Packaging Waste Reduction/Reuse Strategy	ESG	CO2e	5% Reduction by 2030
3g	Paper Reduction Review/Reuse Strategy	ESG	CO2e	5% Reduction by 2030
3h	Computing Hardware Reduction/Reuse Review	ESG	CO2e	5% Reduction by 2030
3i	Ancillary Materials Reduction Review (PPE, Uniforms, stationary)	ESG	CO2e	5% Reduction by 2030
3j	Review value chain emissions and set base line.	ESG	CO2e	5% Reduction by 2030
3k	Identify Circular Economy opportunities	ESG	CO2e	5% Reduction by 2030
3l	Energy Efficiency review/reduction strategy	ESG	CO2e	5% Reduction by 2030
3m	Heating and cooling review/reduction strategy	ESG	CO2e	5% Reduction by 2030

Objective 4

Reduce Emissions Outside of Value Change that we can influence



Ref.	Key Actions	Frame-work	Control / Measure	Target
4a	Develop Embodied Carbon Estimating Tool for Projects & Set Baseline	ESG	Produce Document	Carbon Estimating Tool for Standard Residential Subdivisions by December 2026.
4b	Identify Circular Economies	ESG	Produce Document	Review, recommend & document at least one circular economy within ADWJ projects by December 2027.
4c	ADWJ Sustainability Project Specification	ESG	Produce Document	Produce ADWJ Sustainability Project Specification by December 2028.
4d	Client Advocacy for Sustainability	ESG	N/A	Included Sustainability in standard agenda during suitable project inception meeting with client
4e	Authority Advocacy/Collaboration for Sustainability	ESG	N/A	Create dialogue and communication pathway for sustainability with local LGAs
4f	Increased involvement in renewable projects. Set baseline for current involvement	ESG	% of ADW Projects	5% of projects of all ADWJ (by value) will either deliver on reduced emissions or where clients have targets set with, at least, the Paris Agreement by 2030
4g	Adopt (when available) digital data systems to track emissions of development projects	ESG	C02e	TBA

Objective 5

Implement ESG Operating Processes



Ref.	Key Actions	Frame- work	Control / Measure	Target
5a	Review of Business Plan, Business Objectives and Policies	ESG	QA Docume- ntation & Process Reference	1. All internal documentations, reoccurring meeting agendas, induction and training guides to references ESG. 2. Evidence of staff awareness and training. 3. Empowerment of staff to raise opportunities and advocacy.
5b	Review of QA Systems	ESG	QA Docume- ntation & Process Reference	
5c	Staff Training in ESG	ESG	QA Docume- ntation & Process Reference	
5d	Staff Awareness in ESG & circular economies	ESG	QA Docume- ntation & Process Reference	
5e	Quarterly update to staff	ESG	QA Docume- ntation & Process	

Objective 6

Social Inclusion and Diversity & Eradicate Inequality



Ref.	Key Actions	Frame-work	Control / Measure	Target
6a	Review of internal processes and policies	ESG / SDG	Complete Review	Review internal process and policy by December 2026.
6b	Internal supply chain awareness and review	ESG / SDG	Complete Review	Review top 5 replaceable assets by value by December 2027.
6c	Periodic reviews of Reconciliation Action Plan (RAP).	ESG / SDG	Complete Review	Reconciliation Action Plan completed by December 2026.
6d	Review of external supply chain awareness	ESG / SDG	Complete Review	Review top 5 replaceable assets by value by December 2026.

Objective 7

Social Inclusion and Diversity & Eradicate Inequality



Ref.	Key Actions	Frame-work	Control / Measure	Target
7a	Conduct masterclasses and staff training on decision-making techniques within our projects	ESG / SDG	QA Documentation & Company Policy Documentation	Conduct annual masterclasses on relevant topics
7b	Conduct masterclasses and staff training on how to promote resilience within social-ecological systems	ESG / SDG	QA Documentation & Company Policy Documentation	Conduct annual masterclasses on relevant topics
7c	Encourage and support staff in learning and knowledge sharing	ESG / SDG	Complete Review	Continue conducting yearly interdepartmental training and masterclasses

- All Actions above are considered actionable by the Sustainability Working Group unless noted otherwise.
- **Alignment w/Local Council Strategies and Objectives. Alignment with HWC Council Strategies and Objectives.
- *** Currently actioned to the Reconciliation Action Plan Working Group.

ADW Johnson has been implementing sustainability within its operations prior to this strategy being developed, including but not limited to the below:

- Internal Carbon Audit (completed in April 2022)
- Installation of solar panels at our Warners Bay and Tuggerah offices
- Collection of soft plastics
- Use of refillable cleaning and sanity products
- Paying a 'green' fee to offset printing
- Implementing 'print as you go' to reduce printing
- Paying a 'green power' fee to purchase renewable energy
- Review of energy efficiency within our Warners Bay and Tuggerah offices
- Monthly company updates to spread awareness on sustainability
- Creation of a Sustainability Working Group
- Environmental considerations throughout our project delivery

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